



# Proposed Amendment to FY 11 Budget

Admin's # Per Attached Listing	Dept	Amendment Items	Expense	Revenue	Deficit
<b>Proposed FY11 Budget</b>					
1	DOC	Operate Jail for full year; use South Fulton agreement starting Q2	\$557,929,501	\$541,509,361	\$16,420,140
2	DOL	Law - Retain 1 addition position	*	*	
3	DPW	DPW - Funding for QoL transfer	\$105,521		\$105,521
4	AFR	Funding for AFR MOU - Station 36	\$470,000		\$470,000
5	AFR	Funding for Swift water Rescue	\$250,000		\$250,000
6	JUD	Additional judicial request for staffing 9 courtrooms	\$135,000		\$135,000
7	APD	APD reduction in overhead expenses	*	*	
8	DOL	Reduce \$50K from outside counsel and add \$30K for mediation	(\$1,000,000)		(\$1,000,000)
9	EXEC	OEAM - abolish capital program manager position	(\$20,000)		(\$20,000)
10	DPCD	Personnel adjustments (RIF calculations incomplete for proposed)	(\$137,553)		(\$137,553)
11	DHR	Reduce Pay Study to from \$500K \$200K	(\$215,868)		(\$215,868)
12	DIT	Reduce 311 Call Center funding from \$1 million to \$500K	(\$300,000)		(\$300,000)
13	DIT	Reduce Data Center funding from \$1 million to \$500K	(\$500,000)		(\$500,000)
14	Non-D	Back out funds for ADA compliance	(\$500,000)		(\$500,000)
15	Non-D	Anticipated Pension Cost Reduction- new hires	(\$572,650)		(\$572,650)
16	AFR	Add 18 AFR positions from retirement savings (reclass in budget)	*	*	
17	AFR	AFR fleet re-allocation to to citywide leasing in Non Departmental	\$0		\$0
18	APD	APD fleet re-allocation to citywide leasing in Non- Departmental	\$0		\$0
19	Auditor	Re-allocation from Non Dept Audit Fees to temp help position	\$0		\$0
<b>SUB-TOTAL</b>			\$555,648,951	\$541,509,361	\$14,139,590
Reduce Step Increase for APD			(\$4,121,074)		(\$4,121,074)
One Position, Grant, Writer, Cultural Affairs			\$75,000		\$75,000
<b>TOTAL</b>			\$551,602,877	\$541,509,361	\$10,093,516

Comments:

1. 10-R-1153 An ordinance allowing city to enter into an agreement with South Fulton County. If approved estimated change in budget is an increase in net expense of \$1,392,700.
6. Additional staffing for Mun Court Public Defender and Solicitor, etc. \$1,400,000
15. 10-0-097, 10-0-0909, 10-0-0911 Pension Papers for new hires, if passed could save up to \$7,400,000.

Adreen, Yolanda June 16, 2010 11 a.m.

Project Year End Balance			
		Range	
Beginning Year Balance		\$7,000,000	\$7,000,000
Projected Unexpended FY 10 Funds		\$10,000,000	\$18,000,000
Use of FY 10 funds from above items		(\$10,093,516)	(\$10,093,516)
FY 2010 Reserve		\$6,906,484	\$14,906,484
FY 2010 Estimated Reserve range		\$27,000,000	\$27,000,000
		\$33,906,484	\$41,906,484

(WRN) Add \$1,000,000.00 to the first Reserve Budget. Use \$1,000,000.00 from Pension Reform Savings



**AMENDMENT-FY 11 General Fund Budget  
10-O-0739**

DEPARTMENTS	DECREASE	INCREASE	PROPOSED BUDGET	AMENDMENT TOTAL
<u>Atlanta Citizens Review Board</u>			\$369,506	\$369,506
<u>Auditor's Office</u>		(ADM) \$60,000 re-allocation from Non-Dept. for temp help	\$907,033	\$967,033
<u>City Council</u>			\$6,834,992	\$6,834,992
<u>Corrections Office</u>		\$11,161,690 restores full year funding	\$16,110,471	\$27,272,161
<u>Ethics Office</u>			\$345,417	\$345,417
<u>Executives Office</u>	(ADM) \$132,553 delete Capital Project Mgr. position		\$19,617,310	\$19,484,757
<u>Finance Office</u>			\$10,429,546	\$10,429,546

**AMENDMENT- FY 11 General Fund Budget  
10-O-0739**

DEPARTMENTS	DECREASE	INCREASE	PROPOSED BUDGET	AMENDMENT TOTAL
<u>Parks, Recreation &amp; Cultural Affairs</u>				
	\$2,712,116 Centers of Hope (retains \$1,000,000 for pools, Centers of Hope building repairs/maintenance/utility)	\$126,286 retains Cultural Affairs Public Relations Manager and Project Supervisor for Music Festival positions	\$29,421,086	\$26,835,256
<u>Planning and Community Development</u>				
	(ADM) \$215,868 delete 6 positions		\$8,927,847	\$8,711,979
<u>Police Services</u>				
	\$5,500,000 (new Police) \$4,121,074 (3.5% Step increase) (ADM) \$1,254,363 vehicles (ADM) \$1,000,000 Reduce overhead		\$166,854,283	\$154,978,846
<u>Public Works</u>				
		\$452,077 Grass Cutting Crew of 9 (ADM) \$470,000 to fund 23 QOL Bond positions	\$20,709,734	\$21,631,811
<u>Procurement</u>				
			\$877,428	\$877,428
<u>Non Departmental</u>				
	(ADM) \$572,650 ADA Compliance (ADM) \$60,000 Re-allocate to Auditor for temp help	(ADM) \$2,933,752 Fleet Lease/Purchase	\$154,930,069	\$157,231,171
<b>TOTAL</b>	\$19,338,013	\$17,677,468	\$557,929,501	\$556,408,956

# **AMENDMENT- FY 11 General Fund Budget 10-O-0739**

## **AMENDMENT DECREASES**

<u>RATIONALE</u>	
\$132,553 (ADM) Capital Project Mgr.	
\$1,679,389 (ADM) Fire Vehicles	
\$300,000 (ADM) Pay & Class Study	
\$100,000 (ADM) Website reduction	
\$500,000 (ADM) Data Cntr. Reduction	
\$50,000 (ADM) Outside Counsel	
<b>\$1,000,000 311 Study/ IT</b>	
<b>\$2,712,116 Centers of Hope</b>	
\$215,868 (ADM) delete positions	
<b>\$5,500,000 100 Police Positions</b>	
<b>\$4,121,074 3.5% Police Step Incr.</b>	
\$1,254,363 (ADM) Police Vehicles	
\$1,000,000 (ADM) Police Overhead	
\$60,000 (ADM) Non-Departmental	
<u>\$572,650 (ADM) ADA Compliance</u>	
<b>\$19,198,013 TOTAL</b>	
	Delay for full consideration and future funding implications.
	Retains \$1m. Roll-out programs after taskforce, as funds become available.
	Delay funding, and roll-out as funds become available.
	Consider when funds become available.

## **AMENDMENT INCREASES**

<u>RATIONALE</u>	
<b>\$11,161,690 DOC full year funding</b>	
\$252,000 (ADM) Fire MOU FS# 36	
<b>\$1,000,000 Fire Station #11</b>	
\$135,000 (ADM) Fire Boats/Training	
\$105,500 (ADM) ADA position	
\$30,000 (ADM) Law Mediation	
<b>\$148,912 Mun. Court</b>	
<b>\$202,251 Public Defender</b>	
<b>\$600,000 Solicitor</b>	
<b>\$126,286 Cult. Aff. retain 2 positions</b>	
<b>\$452,077 Grass Cutting Crew</b>	
\$470,000 (ADM) QOL positions	
\$60,000 (ADM) Auditor's office	
<u>\$2,933,752 (ADM) Fleet Lease/Purchase</u>	
<b>\$17,677,468 TOTAL</b>	
	Close date uncertain. Will cause major funding issues.
	Additional funds needed for FS#11.
	Requested \$181,158
	Requested \$402,251
	Requested \$800,000
	Positions serve multi-purpose as grant writer, fundraising & festival coordination.
	Needed funds for better service delivery.

## **Other**

Budget retains \$991,983 for Beltline Park Maintenance

Next Steps to amend Personnel Ordinance to conform to Amendment

Don't forget the other funds!

**Booth, Denise**

---

**From:** Moore, Felicia  
**Subject:** CORRECTION! Proposed Comprehensive Amendment to FY11 General Fund Budget  
**Attachments:** Corrected Budget Spreadsheet.xlsx  
**Importance:** High

All:

Please see the email below. It explains my position on the City of Atlanta's FY11 General Fund Budget and proposed amendments.

Councilmember Moore

---

Dear Colleagues,

As you are aware, I have drafted a "comprehensive amendment" to the FY11 General Fund Budget. After discussion with some of you, I understand that it will not pass in its entirety. There is no pride in ownership here, so please feel free to use the format and information to craft amendments that you feel appropriate. I have attached the amendment to this email for your review and use for your own amendments.

A few of you have expressed concern that I will be somehow upset or disappointed if you do not support my amendment. Please rest assured that it is not the case. In my experience on Council I am used to not being on the prevailing side of an issue, this one will be no exception. The reason I drafted this amendment was to ensure that I could vote on a budget direction I could support, because I cannot support the Budget as proposed.

Thanks to you who have expressed your appreciation for the time and effort I have put into drafting this amendment. While it solely expresses what I support, I know that each of us will make our own decisions. In any event, all I ask is that you give my rationale and amendment due consideration.

**Rationale**

I have stated since the first day the Budget was proposed, that it is not balanced. It is contingent on deals that have yet to be finalized (jail sale/lease, pension reform, etc.). While others have a different opinion, this is my philosophical stand.

The City Code requires that we adopt a balanced budget by the end of June. While this is a deadline, it is only a milestone in the budgeting process. Those of you who have served on Council know that the budget is amended as needed throughout the year (sometimes immediately after adoption). With this said, I think it best that we not make un-vetted policy decisions in the budget at this time. The amendment I propose allows us to move forward, and keeps us from rushing into making long-term fiscal policy and budget decisions without the appropriate time for consideration.

The City of Atlanta is not insulated from the recession. We also are suffering from the same realities that all governments on the national, state, county, school systems and local governments are facing. Daily we read or hear of massive layoffs, property tax increases and other cost cutting measures to keep pace with declining revenues.

Yesterday, it was announced that the state's foreclosure rate has risen 31%. This affects future property tax revenue. The state has recently passed SB346 which will affect future property tax assessment values and the ability for property owners to appeal their assessments. This will have an impact on future tax digests and the revenue we will be able to anticipate.

And, finally last week it was reported that the state revenues have fallen again, with a 6% drop in May. This is the second consecutive month of decline and the 17<sup>th</sup> time in the past 18 months that it has fallen. This indicator also affects the City's revenue projections.

The harsh reality is that as well intentioned as we may be, we need to hold the line on spending and operate as if we recognize the current recessionary environment.

### *New Spending*

Most of the new spending like the Centers of Hope, 100 new Police Officers, Police Step increase, etc. are costs that are primarily covered by the savings from the release of employees in the Department of Corrections and the savings from changing the pension for new hires. While this will provide capacity in the budget for spending, it does not truly reflect savings because these line items are just being spent on the new initiatives. We will pay for new spending in this budget and pay more in budgets to come.

All of the Mayor's new initiatives are important to our City and particularly our youth. My amendment in no way stops us from considering the future appropriation of funds to these efforts, as they become available.

### *Finally*

I thank you for your consideration. Of course, I will make myself available to answer any questions or concerns you may have.

In closing, I would like to leave you with the following questions. In the midst of a recession, do we play it better safe than sorry? Do we make decisions that force us to make other decisions, because deals and proposals that we anticipate don't materialize? And, do we tell our constituents that we are not increasing your property taxes now, and put ourselves in a position that we have to say we have no choice later???

Respectfully submitted,

*Councilmember Felicia A. Moore*

*District 9*

*Office 404.330.6044*

**AN ORDINANCE BY  
FINANCE/ EXECUTIVE COMMITTEE**

**AN ORDINANCE BY FINANCE/EXECUTIVE COMMITTEE ADOPTING THE  
FY2011 PROPOSED BUDGET; AND FOR OTHER PURPOSES.**

**WHEREAS**, the Department of Finance has established estimates for the 12 month budget from July1, 2010 through June 30, 2011.

**WHEREAS**, the Mayor has submitted the FY 2011 budget recommendations; and

**NOW THEREFORE, BE IT ORDINED BY THE COUNCIL OF THE CITY OF  
ATLANTA,**

**SECTION 1:** That the following revenue estimates of FY 2011 shall be used for the proposed budget:

General Fund	\$XXX,XXX,XXX
Airport Revenue Fund	\$XXX,XXX,XXX
Water and Wastewater Revenue Fund	\$XXX,XXX,XXX
Fleet Service Fund	\$XX,XXX,XXX
Solid Waste Revenue Fund	\$XX,XXX,XXX
E911 Fund	\$XX,XXX,XXX

**SECTION 2:** That the FY 2011 estimated anticipations and appropriations for the various funds herein, are based upon the estimates of revenues for FY 2010 and cash receivables to be carried forward from FY 2010, be and are hereby adopted for each of the funds of the city listed above, as specified herein.

**SECTION 3:** That this Proposed Budget shall remain in effect until replaced or modified by a "Final" budget adopted under provisions of the city charter and the 1937 Budget Law. The budget spending level shall be at the adopted departmental level.

**SECTION 4:** That all ordinances and parts of the ordinances in conflict herewith be and are hereby ordained.

RCS# 231  
5/03/10  
5:39 PM

Atlanta City Council

REGULAR SESSION

MULTIPLE

10-O-0739, 10-O-0740

REFER/FINANCE

YEAS: 12  
NAYS: 1  
ABSTENTIONS: 0  
NOT VOTING: 2  
EXCUSED: 0  
ABSENT 1

*Approved*

Y Smith	Y Archibong	N Moore	Y Bond
Y Hall	Y Wan	Y Martin	Y Watson
Y Young	Y Shook	Y Bottoms	NV Willis
B Winslow	Y Adrean	Y Sheperd	NV Mitchell

MULTIPLE

RCS# 230  
5/03/10  
5:38 PM

Atlanta City Council

REGULAR SESSION

MULTIPLE

10-O-0739, 10-O-0740

AMEND1/MARTIN1

YEAS: 12  
NAYS: 1  
ABSTENTIONS: 0  
NOT VOTING: 2  
EXCUSED: 0  
ABSENT 1

*Approved*

Y Smith	Y Archibong	N Moore	Y Bond
Y Hall	Y Wan	Y Martin	Y Watson
Y Young	Y Shook	Y Bottoms	NV Willis
B Winslow	Y Adrean	Y Sheperd	NV Mitchell

MULTIPLE

# COUNCIL FLOOR AMENDMENT FORM

10-0-0739

Amendment #1

10-0-0740

Martin #1

COUNCIL MEMBER: Martin DATE: 05/03/10

ORDINANCE I.D. #: 10-0-0739 RESOLUTION I.D. #: 10-0-0740

PAGE #: \_\_\_\_\_ SECTION: \_\_\_\_\_

PARAGRAPH: \_\_\_\_\_ LINE: \_\_\_\_\_

CAPTIONS: Blue Back ☐ Legislation ☐ Other \_\_\_\_\_

## AMENDMENT:

#1 Amend 10-0-0739 to attach Mayor's Submitted Budget Book to the single page Ordinance 10-0-0739 received in the Finance/Executive Committee Meeting on Wednesday April 28, 2010 and shown on 05/03/10 Council Meeting Agenda

~~CONSENT~~ SECTION II. (Copy attached to ordinance was loaned by Mr. Bond, Finance Dept Budget office to provide replacement book to Mr. Bond)

#2 Amend 10-0-0740 to attach a copy of Section 7 of Mayor's submitted Budget (copy temporarily removed)

from President budget replacement Mitchell's book - to be provided to Mr. Mitchell by Finance Dept Budget Office)

RCS# 229  
5/03/10  
5:26 PM

Atlanta City Council

REGULAR SESSION

MULTIPLE

10-O-0739, 10-O-0740

FILE

YEAS: 2  
NAYS: 10  
ABSTENTIONS: 1  
NOT VOTING: 2  
EXCUSED: 0  
ABSENT 1

*Motion  
FAILED*

N Smith	N Archibong	Y Moore	A Bond
Y Hall	N Wan	N Martin	N Watson
N Young	N Shook	N Bottoms	NV Willis
B Winslow	N Adrean	N Sheperd	NV Mitchell

MULTIPLE

RCS# 228  
5/03/10  
5:25 PM

Atlanta City Council

REGULAR SESSION

PROCEDURE

CALL THE QUESTION

*MOORE*  
*(RE: THE MOTION*  
*TO FILE)*

YEAS: 11  
NAYS: 2  
ABSTENTIONS: 0  
NOT VOTING: 2  
EXCUSED: 0  
ABSENT 1

Y Smith	Y Archibong	Y Moore	N Bond
Y Hall	Y Wan	N Martin	Y Watson
Y Young	Y Shook	Y Bottoms	NV Willis
B Winslow	Y Adrean	Y Sheperd	NV Mitchell

PROCEDURE

**ITEMS  
REMOVED  
FROM  
CONSENT AGENDA**

**I.D.#:** 10-0-0739

**PAGE:** 24

**BY:** Councilmember Moore

**COMMITTEE:** Fin/Exec

**DATE:** 5/3/10,

RCS# 210  
5/03/10  
2:28 PM

Atlanta City Council

REGULAR SESSION

CONSENT II

EXCEPT 10-O-0739, 10-O-0740

REFER

YEAS: 11  
NAYS: 0  
ABSTENTIONS: 0  
NOT VOTING: 3  
EXCUSED: 0  
ABSENT 2

*Ordinances  
10-O-0739  
and  
10-O-0740  
were removed  
from Consent Section II  
to allow discussion  
by motion of Councilmember  
Moore.*

NV Smith	Y Archibong	Y Moore	B Bond
Y Hall	Y Wan	Y Martin	NV Watson
Y Young	Y Shook	Y Bottoms	Y Willis
B Winslow	Y Adrean	Y Sheperd	NV Mitchell

CONSENT II

# *City of Atlanta Annual Budget*

## *Fiscal Year 2011*

55 TRINITY Ave, S.W  
ATLANTA, GEORGIA 30335-0300  
TEL (404) 330-6100

[www.atlantaga.gov](http://www.atlantaga.gov)

## *The history of the City of Atlanta ...*

Atlanta was founded in 1837 as the end of the Western & Atlantic railroad line (it was first named Marthasville in honor of the then-governor's daughter, nicknamed Terminus for its rail location, and then changed soon after to Atlanta, the feminine of Atlantic -- as in the railroad). Today the fast-growing city remains a transportation hub, not just for the country but also for the world: Hartsfield Atlanta International Airport is one of the nation's busiest in daily passenger flights. Direct flights to Europe, South America, and Asia have made metro Atlanta easily accessible to the more than 1,000 international businesses that operate here and the more than 50 countries that have representation in the city through consulates, trade offices, and chambers of commerce. The city has emerged as a banking center and is the world headquarters for 13 Fortune 500 companies.

Atlanta is the Capital city of the southeast, a city of the future with strong ties to its past. The old in new Atlanta is the soul of the city, the heritage that enhances the quality of life in a contemporary city. In the turbulent 60's, Atlanta was "the city too busy to hate." And today, in the 21st Century, Atlanta is the "city not too busy to care".

For more than four decades Atlanta has been linked to the civil rights movement. Civil Rights leaders moved forward, they were the visionaries who saw a new south, a new Atlanta. They believed in peace. They made monumental sacrifices for that peace. And because of them Atlanta became a fast-paced modern city which opened its doors to the 1996 Olympics.

Die-hard Southerners view Atlanta as the heart of the Old Confederacy; Atlanta has become the best example of the New South, a fast-paced modern city proud of its heritage.

In the past two decades Atlanta has experienced unprecedented growth -- the official city population remains steady, at about 420,000, but the metro population has grown in the past decade by nearly 40%, from 2.9 million to 4.1 million people. A good measure of this growth is the ever-changing downtown skyline, along with skyscrapers constructed in the Midtown, Buckhead, and outer perimeter (fringing I-285) business districts.

Since the late 1970s dozens of dazzling skyscrapers designed by such luminaries as Philip Johnson, I. M. Pei, and Marcel Breuer have reshaped the city's profile. Twenty-first century history, in Atlanta, is being written.

# *The Mayor of the City of Atlanta*



## *The Honorable Kasim Reed*

Mayor Kasim Reed was inaugurated as Atlanta's 59th Mayor on January 4, 2010. He won the election on a platform that includes improving public safety, creating new opportunities for the city's youth, ensuring fiscal responsibility and providing greater customer service to residents.

Mayor Reed was raised in the Cascade community of Atlanta. He was educated in Fulton County's public schools, where he graduated from Utoy Springs Elementary School and Westwood High School (now Westlake High School) and went to Howard University, where he received his undergraduate and law degrees.

With 11 years in the Georgia State Legislature, Reed has a well-established track record of legislative excellence. He was first elected to the Georgia General Assembly in 1998 as State Representative for District 52. In the House, Kasim Reed served two terms as a member of the House Judiciary Committee, Education Committee and Legislative and Congressional Reapportionment Committee.

Kasim Reed continued his successful leadership in the State Senate, where he served from 2002-2009. While there, Reed served as the Vice Chairman of the Senate Democratic Caucus and was a member of the Senate Judiciary Committee, Higher Education Committee, Ethics Committee, Transportation Committee, and the State and Local Government Operations Committee.

Reed served as campaign manager for former Atlanta Mayor Shirley Franklin's first and second campaigns. Following her election in November 2001, Mayor Franklin selected Reed to serve as one of two Co-Chairs for her transition team. In this capacity, Mayor Reed chaired the search committee for selecting Mayor Franklin's senior cabinet-level staff.

Mayor Reed's civic leadership and service has been nationally recognized in publications such as *The Atlanta Journal-Constitution*, *The Washington Post*, *The New York Times*, *Ebony* and *Black Enterprise*. He was selected as one of *Georgia Trend* magazine's "40 under 40 Rising Stars" in 2001, as one of the *Fulton County Daily Report's* "Lawyers on the Rise" and as one of "10 Outstanding Atlantans" in *Outstanding Atlanta*. Kasim Reed is a member of the *Leadership Georgia Class of 2000* and a General Trustee of *Howard University* and Board Member of the *National Black Arts Festival* and *Metropolitan Atlanta Arts Fund*.



12  
13  
14



# Atlanta City Council

## ATLANTA CITY COUNCIL



Michael Julian Bond  
Post 1 At-Large



Aaron Watson  
Post 2 At-Large



H. Lamar Willis  
Post 3 At-Large



Carla Smith  
District 1



Kwanza Hall  
District 2



Ivory Lee Young, Jr.  
District 3



Clela Winslow  
District 4



Tatayn Archibong  
District 5



Alex Wan  
District 6



Howard Shook  
District 7



Yolanda Adrean  
District 8



Felicia A. Moore  
District 9



C. F. Martin  
District 10



Keisha Lance Bottoms  
District 11



Joyce M. Shepherd  
District 12



Caesar G. Mitchell  
Atlanta City Council, President



## ***How the City Council Works***

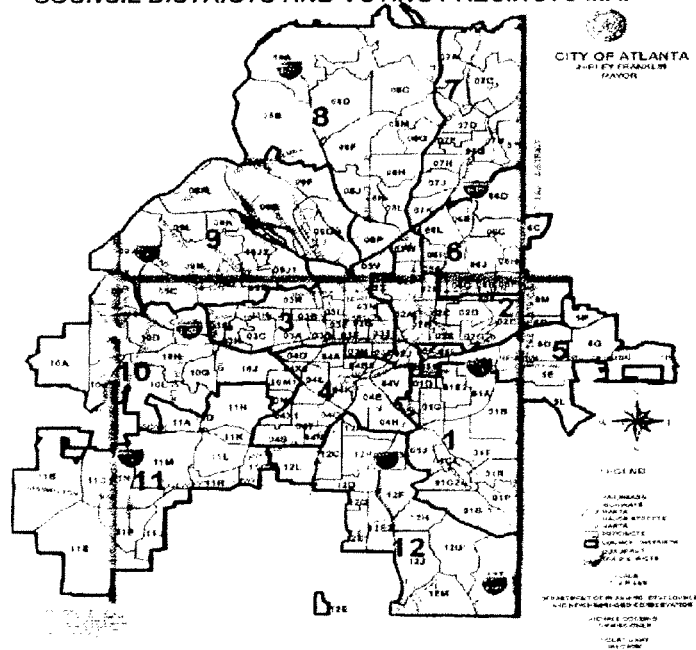
The Atlanta City Government is divided into three bodies: the legislative, executive and judicial branches. The Council serves as the legislative branch. City departments, under the direction of the mayor, constitute the executive branch and the Courts, the judicial branch.

The **Legislative** body, comprised of the Council, makes the laws that govern the city. It is responsible for the development of policies which serve as operational standards and establishes the parameters for the administration of city government. The **Executive** body carries out the laws that have been instituted by the Council. It is responsible for the day-to-day operations of city government. The **Judicial** body has jurisdiction and power to try and punish violators of the City Charter, city ordinances, and any other violations as provided by law.

### **The City Charter:**

The 1974 Charter resulted in many changes in Atlanta City government. Prior to its adoption, the legislative body was called the Board of Aldermen and each alderman was elected citywide. The 1974 charter changed the Board of Aldermen to the City Council; the vice-mayor to the president of the Council; and established 12 Council members to be elected from individual districts and six at-large posts. The administration of the day-to-day operation of city government was transferred to the executive branch, and legislative authority was vested in the Council. This system allows the Council to maintain a strong system of checks and balances. A new charter was enacted in 1996 that reduced the representation of Council to 12 districts and three at large posts and became effective January 1998.

**CITY OF ATLANTA  
COUNCIL DISTRICTS AND VOTING PRECINCTS MAP**





## **PREFACE**

Table of Contents.....	i-1
City of Atlanta Officials.....	i-2
City of Atlanta Organizational Structure.....	i-3
Reader's Guide.....	i-4
Special Thanks and Acknowledgements.....	i-5

## **Section 1: INTRODUCTION**

Letter from the Mayor.....	1-1
Letter from the Chief Financial Officer.....	1-2
Economic Outlook and Revenue Summary.....	1-3
ATLStat Performance Metrics.....	1-4
Financial Policies.....	1-5
Annual Budget Process.....	1-6
Budget Planning and Implementation Process	
Budget Calendar	

## **Section 2: SUMMARIES**

Description of Funds.....	2-1
Summary of Operating Budgets.....	2-2
Summary of Positions by Department.....	2-3
Summary of Fund Balance.....	2-4

## **Section 3: NON-DEPARTMENTAL BUDGET SUMMARY**

Non-Departmental Overview.....	3-1
--------------------------------	-----

## **Section 4: GENERAL FUND DEPARTMENTAL BUDGET SUMMARIES**

Executive Offices.....	4-1
City Council.....	4-2
Atlanta Citizens Review Board.....	4-3
Auditor's Office.....	4-4
Corrections.....	4-5
Ethics.....	4-6
Finance.....	4-7

#### Section 4: GENERAL FUND DEPARTMENTAL BUDGET SUMMARIES (Continued)

Fire & Rescue Services.....	4-8
Human Resources.....	4-9
Information Technology .....	4-10
Judicial Agencies .....	4-11
Municipal Court	
Public Defender	
Solicitor	
Law .....	4-12
Parks, Recreation and Cultural Affairs.....	4-13
Planning & Community Development.....	4-14
Police Services .....	4-15
Procurement.....	4-16
Public Works .....	4-17

#### Section 5: ENTERPRISE FUND DEPARTMENTAL BUDGET SUMMARIES

Aviation.....	5-1
Civic Center .....	5-2
Parks Facilities (Cyclorama) .....	5-3
Solid Waste.....	5-4
Watershed .....	5-5

#### Section 6: OTHER FUNDS DEPARTMENTAL BUDGET SUMMARIES

E-911.....	6-1
Fleet Services.....	6-2

#### Section 7: CAPITAL PROJECTS BUDGET SUMMARIES

Introduction.....	7-1
Capital Funds.....	7-2
Annual Bond Funds	
Aviation Capital Funds	
General Government Capital Outlay Fund	
Park Improvement Bond Fund	
Special Assessment Bond Fund	
Solid Waste Bond Fund	
Traffic Court Facility Fund	
Water and Wastewater Capital Funds	

**Section 8: GRANTS/TRUSTS/AGENCY/OTHER BUDGET SUMMARIES**

Agency.....	8-1
Grants .....	8-2
Trust.....	8-3
Other.....	8-4
Bond Sinking Fund	
Insurance Fund	
Tax Allocation District (TADs) Funds	

**Section 9: DEBT SERVICE SUMMARY**

Debt Service Summary .....	9-1
----------------------------	-----

**APPENDIX**

Community Profile .....	A-1
Glossary .....	B-1





**Atlanta Mayor Kasim Reed**  
**Atlanta City Council President**  
*Ceasar C. Mitchell*

**Members of Council**

<i>District 1</i>	<i>Carla Smith</i>	<i>District 7</i>	<i>Howard Shook</i>
<i>District 2</i>	<i>Kwanza Hall</i>	<i>District 8</i>	<i>Yolanda Adrean</i>
<i>District 3</i>	<i>Ivory Lee Young, Jr.</i>	<i>District 9</i>	<i>Felicia Moore</i>
<i>District 4</i>	<i>Cleta Winslow</i>	<i>District 10</i>	<i>C. T. Martin</i>
<i>District 5</i>	<i>Natalyn Mosby Archibong</i>	<i>District 11</i>	<i>Keisha Bottoms</i>
<i>District 6</i>	<i>Alex Wan</i>	<i>District 12</i>	<i>Joyce M. Sheperd</i>

**Members of Council-At-Large**

*City Council-At-Large - Post 1 - Michael Julian Bond*  
*City Council-At-Large - Post 2 - Aaron Watson*  
*City Council-At-Large - Post 3 - H. Lamar Willis*

**City Clerk** – Rhonda Dauphin Johnson

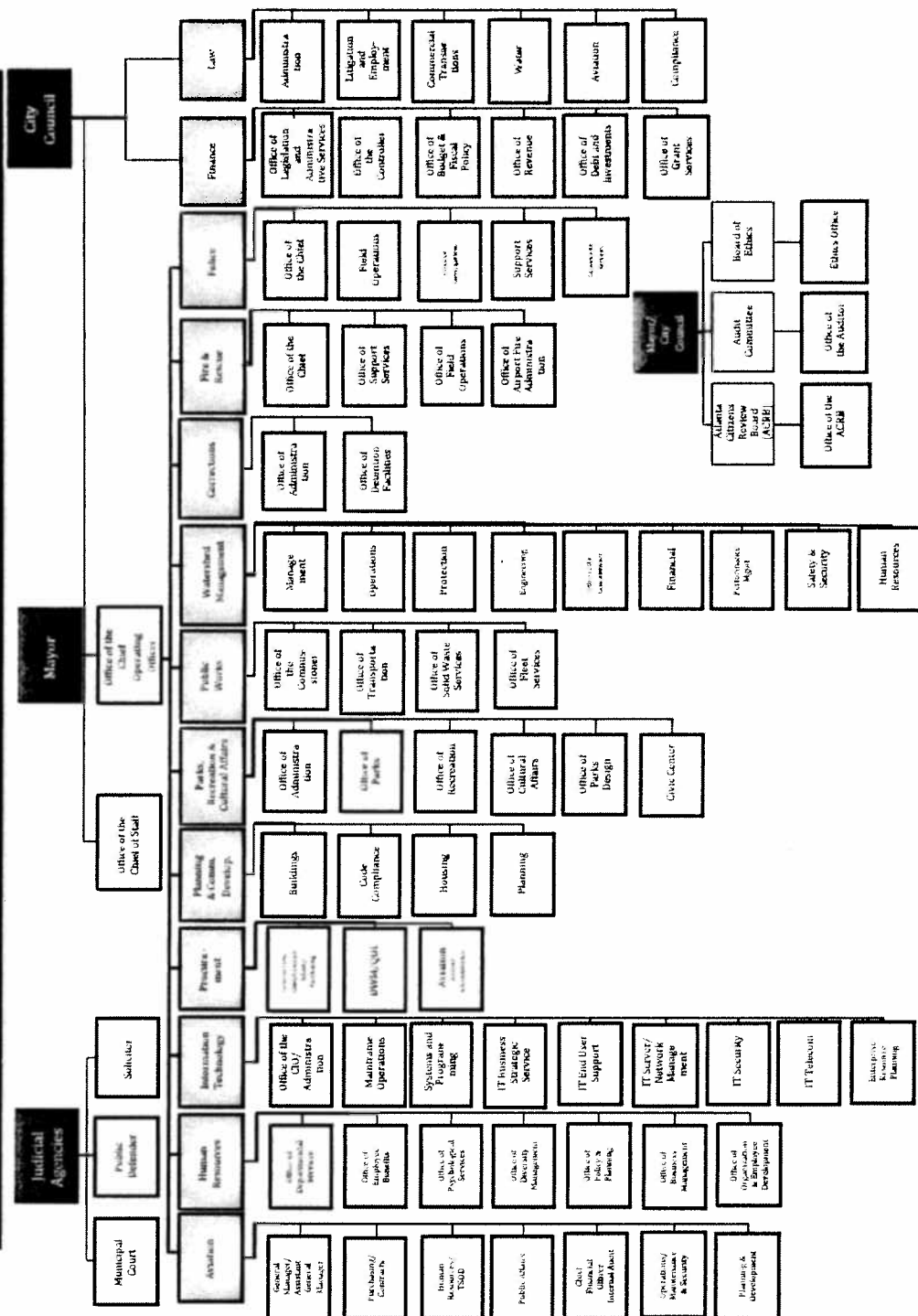
**Chief Operating Officer** – Peter T. Aman

**Interim Chief Financial Officer** – Roosevelt Council

**Chief of Staff** – Candace L. Byrd

**Department Officers**

Auditor's Office	Leslie Ward, City Auditor
Aviation	Benjamin DeCosta, General Manager
Atlanta Citizens Review Board	Cristina Beamud, Executive Director
Corrections	Priscilla Doggett, Interim Chief
Ethics	Virginia Looney, Ethics Officer
Fire & Rescue Services	Joel Baker, Interim Fire Chief
Human Resources	Sherri T. Dickerson, Commissioner
Information Technology	Dan Smith, Chief Information Officer
Judicial Agencies	
Municipal Court	Crystal Gaines, Chief Judge
Public Defender	Rosalie Joy, Interim Public Defender
Solicitor	Raines F. Carter, City Solicitor
Law	Peter Andrews, Interim City Attorney
Parks, Recreation & Cultural Affairs	Paul Taylor, Interim Commissioner
Planning & Community Development	James Shelby, Commissioner
Police Services	George N. Turner, Interim Police Chief
Procurement	Adam Smith, Chief Procurement Officer
Public Works	Michael J. Cheyne, Interim Commissioner
Watershed Management	Rob Hunter, Commissioner



The City of Atlanta's budget document is intended to provide information in such a manner that the lay reader can understand the operations of the City. The **Reader's Guide** describes the structure of the FY2011 Proposed Budget Book and outlines its contents. The FY2011 Budget has overview sections and detail on the overall expenses of the City of Atlanta. The entire document can be found on the City's website at [www.atlantaga.gov](http://www.atlantaga.gov).

- *Letter from the Mayor* – provides an overview of the Mayor's proposed budget and provides a framework for operating the City in FY2011.
- *Overview from the Chief Financial Officer* – provides a brief overview of the City's fiscal condition and includes an assessment of national trends and cost drivers for the operating budget.
- *City Economic Outlook and Revenue Summary* – provides detailed information on the City's revenue projections, historical trends, and line item detail of the major revenue sources for the City of Atlanta. An economic assessment from Dr. Humphreys of the University of Georgia Selig Center for Economic Growth is also included.
- *City's Performance Metrics* – provides an overview of the City's performance measures that identify the key areas of operational focus by Department. It provides the projected performance anticipated in FY11 and provides a comparison to actual data for prior years. Each departmental budget also includes a summary of its performance against key operations measures.
- *General Policies* – provides an overview of the City's financial policies including the Operating Budget; Accounting, Auditing and Financial Reporting; Debt Administration; and Financial Management policies.
- *Budgeting Process* – provides the City's budget planning and implementation process and the budget calendar.
- *Funds* – provides an overview of the City's funds; appropriations and expenditures; departmental budgets; and positions by department.
- *Non-Departmental Expense Summary* – provides an overview of the City's Non-Departmental expenses. It is the repository for citywide expenses that includes such items as Debt Service, Reserve, Retiree Health Benefits, Payments to Other Government Agencies and other items.



- *FY11 General Fund Departmental Expense Summaries* - provides an expense budget summary, personnel information and the key performance measures for each department and major operating unit in the General Fund.
- *FY11 Enterprise Fund Departmental Expense Summaries* - provides an expense budget summary, personnel information and the key performance measures for each department and major operating unit for Enterprise Funds. The Enterprise Fund includes Aviation, Civic Center, Cyclorama, Solid Waste and Watershed Management.
- *FY11 Other Funds Departmental Expense Summaries* - provides an expense budget summary, personnel information and the key performance measures for each department and major operating unit Internal Service, Trusts and Special Funds. This includes E-911 and Fleet Services.
- *FY11 Capital Projects Budgets* - provides an expense budget summary for capital projects.
- *FY11 Grants, Trust, and Agency Budgets* - provides an expense budget summary for grants, trust and agency funds.
- *FY11 Debt Service Summary* - provides a summary for the City's general debt obligations.
- *Summary* - includes a community profile, glossary, and other information.

### *Fiscal Year Definitions*

**FY09 Actual** – Actual expenses for the City of Atlanta for the period July 1, 2008 to June 30, 2009.

**FY10 Budget** - Funding budget for the City of Atlanta for the period July 1, 2009 to June 30, 2010.

**FY11 Budget** - Proposed budget for the City of Atlanta for the period July 1, 2010 to June 30, 2011.

### *Departmental Expense Summaries*

Below are depictions of the departmental summaries and an explanation of each section.

### **Departmental Overview**

**Executive Offices**


The mission of the Department of Executive Offices is to communicate and implement the policy and program agenda of the Mayor. The Offices are responsible for providing leadership within City government to effectively accomplish and execute the laws of the City. Through its various offices, Executive Offices seeks to determine the most efficient manner to provide quality services to the citizens of the City.

The Department of Executive Offices is comprised of three major offices: The Office of the Mayor, the Office of the Chief of Staff, and the Office of the Chief Operating Officer. These offices include Divisions that provide operational support for various activities.

The Office of the Mayor provides management and administrative support for the Executive Branch of government; staff manages the Mayor's schedules which include travel, appointments, speaking engagements, and document processing which include signatures, disclosure statements, personal files, Board meetings agenda and minute files. The Mayoral initiatives and execution of city official administrative orders, contracts and agreements are routinely administered by staff.

The Office of the Chief of Staff provides advice and guidance to the Mayor on legislative and political issues and serves as liaison to the public and private sectors. The Chief of Staff is supported by the following organizations:

- The Office of External Communications is responsible for all external communications, speechwriting, press relations, and general internal communications. The Office manages relationships with national and local media outlets, produces programming for City Channel 28 and the City's website, coordinates the efforts of the city's public information officers, manages the lead in communication crisis development and collaborates on the creation and distribution of the City's printed and electronic communications.
- The Office of Citizen Services provides the direct linkage between the residents of Atlanta and the Mayor's Office. The Office addresses residents concerns and complaints by collaborating with City agencies and offers an avenue for residents to voice their concerns and suggestions on improvements of city services.



Kasim Reed  
Mayor  
tel 318 9448  
kreed@atlantaga.gov

### **Departmental Overview**

The departmental overview provides the department's Mission and Summary of Operations. It also provides the department's Organizational Chart, Performance Metrics, Summary of Accomplishments, and Program Highlights.

## Budget Highlights

**FY11 Operating Budget Highlights**  
CITY COUNCIL

Table 1

Department Summary	FY2010 Budget	FY2011 Budget	Variance (FY10 to FY11)
Personnel	17,461,496	17,461,496	0
Operating	17,461,496	17,461,496	0
<b>Total Budget</b>	<b>17,461,496</b>	<b>17,461,496</b>	<b>0</b>

Table 2.A

Personnel Costs	FY2010 Budget	FY2011 Budget	Variance (FY10 to FY11)
Salaries (Regular & Overtime)	12,142,177	12,142,177	0
Salaries (Non-Regular Part Time)	1,142,100	1,142,100	0
Salaries (Sick Pay)	0	0	0
Salaries (Vacation Pay)	1,142,100	1,142,100	0
Salaries (Health Plan)	0	0	0
Salaries (Pension)	0	0	0
Salaries (Other)	4,177,119	4,177,119	0
Salaries (Total)	18,461,496	18,461,496	0
Salaries (Pension)	0	0	0
Salaries (Other)	4,177,119	4,177,119	0
Salaries (Total)	18,461,496	18,461,496	0
Salaries (Pension)	0	0	0
Salaries (Other)	4,177,119	4,177,119	0
Salaries (Total)	18,461,496	18,461,496	0
<b>Total Personnel</b>	<b>18,461,496</b>	<b>18,461,496</b>	<b>0</b>

Table 2.B

Operating Costs	FY2010 Budget	FY2011 Budget	Variance (FY10 to FY11)
Travel Services	1,142,100	1,142,100	0
Travel	1,142,100	1,142,100	0
Travel (Sick Pay)	0	0	0
Travel (Vacation Pay)	0	0	0
Travel (Health Plan)	0	0	0
Travel (Pension)	0	0	0
Travel (Other)	1,142,100	1,142,100	0
Travel (Total)	1,142,100	1,142,100	0
Travel (Pension)	0	0	0
Travel (Other)	1,142,100	1,142,100	0
Travel (Total)	1,142,100	1,142,100	0
<b>Total Operating</b>	<b>1,142,100</b>	<b>1,142,100</b>	<b>0</b>

**FY11 Operating Budget Highlights**  
CITY COUNCIL

Table 3

Authorized Position Count	FY10 Budget	FY11 Budget	Variance	Explanation
Total	0	0	0	0
Personnel	0	0	0	0
Operating	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Table 3.A

Personnel Costs	Variance (FY10 to FY11)	Explanation
Salaries (Regular & Overtime)	0	0
Salaries (Non-Regular Part Time)	0	0
Salaries (Sick Pay)	0	0
Salaries (Vacation Pay)	0	0
Salaries (Health Plan)	0	0
Salaries (Pension)	0	0
Salaries (Other)	0	0
Salaries (Total)	0	0
Salaries (Pension)	0	0
Salaries (Other)	0	0
Salaries (Total)	0	0
Salaries (Pension)	0	0
Salaries (Other)	0	0
Salaries (Total)	0	0
<b>Total Personnel</b>	<b>0</b>	<b>0</b>

Table 3.B

Operating Costs	Variance (FY10 to FY11)	Explanation
Travel Services	0	0
Travel	0	0
Travel (Sick Pay)	0	0
Travel (Vacation Pay)	0	0
Travel (Health Plan)	0	0
Travel (Pension)	0	0
Travel (Other)	0	0
Travel (Total)	0	0
Travel (Pension)	0	0
Travel (Other)	0	0
Travel (Total)	0	0
<b>Total Operating</b>	<b>0</b>	<b>0</b>

## Budget Highlights

**Section 1 – Department Summary** - Total of Personnel & Non-Personnel expenses.

**Section 1a – Personnel Cost Highlights** - Total of major line items for salary, overtime, health benefits and pension.

**Section 1b – Operating Cost Highlights** - Total of operating categories for major line items.

## Budget Highlights

**Section 2 – Authorized Position Count** - Total filled and vacant funded positions for the Department.

**Section 2a – Personnel Cost Highlights**  
**Variances** - Total difference from FY10 to FY11 for major line items for salary, overtime, health benefits and pension.

### **Chart of Accounts**

The FY2011 budget book contains a section entitled "FY11 Budget Highlights" that summarizes the proposed budget for each department. The Department Summary section summarizes the operating costs of each department's budget into various account groups. Below is a guide listing the accounts that are included in each group and is aligned with the city's chart of accounts. This list is not inclusive of all accounts.

#### **Personnel**

- 5111001 – Salaries
- 5111002 – Salaries, Permanent Part-Time
- 5111003 – Compensatory, Retention Bonus
- 5111006 – Salaries, Sworn
- 5112001 – Extra Help
- 5112002 – Salaries, Extra Help/Sworn
- 5113001 – Overtime
- 5113002 – Overtime, FLSA Regular
- 5113003 – Overtime, FLSA Sworn
- 5113004 – Overtime, Holiday, Regular
- 5113005 – Overtime, Holiday, Sworn
- 5126001 – Unemployment Compensation
- 5127001 – Worker Comp, Inc Pay
- 5127002 – Worker Comp, IOJ Pay
- 5127003 – Employee Reimbursement WC Medical Expense
- 5127004 – W/C – Service Providers
- 5127005 – Employee Rehabilitation Costs

#### **Purchased Services**

- 5211001 – Legislative Expense
- 5212001 – Consulting Services
- 5212003 – Medical Services Provider
- 5212004 – Investigation Expense
- 5212005 – Litigation Expense
- 5212006 – Professional Services – Commission
- 5213001 – Consulting Services - Technology
- 5222001 – Service Repair Maintenance
- 5223102 – Operating Lease/Rental – Land
- 5223103 – Operating Lease/Rental – Equipment
- 5222303 – Operating Lease/Rental – Vehicles
- 5231001 – Insurance Expense

- 5232001 – Telephone Expense
- 5232002 – Postage Expense
- 5232003 – Wireless Telephone
- 5232001 – Long Distance
- 5232005 – E911 Telephone
- 5233001 – Advertising
- 5234001 – Printing and Binding
- 5235001 – Business Travel Per Diem
- 5236001 – Memberships
- 5237001 – Training
- 5237002 – Training Registration
- 5239004 – Service Grants
- 5239005 – Relocation Expense

#### **Supplies**

- 5311001 – Supplies, Consumable
- 5311002 – Supplies, Non-Consumable
- 5312101 – Water/Sewer
- 5312201 – Natural Gas
- 5312301 – Electricity
- 5312302 – Street Lights
- 5312303 – Traffic Signals
- 5312304 – Substation Electricity
- 5312501 – Steam/Fuel Oil
- 5312701 – Supplies, Motor Vehicle Fuel
- 5314001 – Subscriptions
- 5316001 – Equipment (\$1,000 – 4,999)
- 5316002 – Equipment (\$0 – 999)
- 5316003 – Vehicles (\$1,000 – 4,999)
- 5316004 – Vehicles (\$0 – 999)
- 5316005 – Computers (\$1,000 – 4,999)
- 5316006 – Computers (\$0 – 999)
- 5316007 – Furniture & Fixtures (\$0 – 999)
- 5316008 – Furniture & Fixtures (\$1,000 – 4,999)
- 5316009 – Other Equipment (\$1,000 – 4,999)
- 5316011 – Other Equipment (\$0 – 999)

- 5316012 – Software (\$1,000 – 4,999)
- 5316013 – Software (\$0 – 999)
- 5317004 – Supplies, Tools
- 5317005 – Media, Published/Electronic

#### **Capital (Over \$5,000)**

- 5411001 – Land
- 5411002 – Easements
- 5421003 – Equipment (\$5,000+)
- 5421004 – Other Equipment (\$5,000+)
- 5422003 – Vehicles (\$5,000+)
- 5423003 – Furniture & Fixtures (\$5,000+)
- 5424003 – Computers (\$5,000+)
- 5424004 – Software (\$5,000+)

#### **Interfund Charges**

- 5510001 – Motor Equipment, Fuel
- 5510002 – Motor Equipment, PM/Repairs
- 5510003 – Motor Equipment, Rental
- 5510004 – Data Processing
- 5510005 – Duplicating Expenses
- 5511001 – Indirect Cost

#### **Other costs**

- 5710001-Payments to Other Governments
- 5730001-Bank Charges
- 5730002-Credit Card Charges
- 5730007-Clean/Close Property
- 5730011-Vendor Comm Fee
- 5730012-Refunds
- 5730181-GP Life Insurance-Retirees
- 5730182-GP Health Insurance-Retirees
- 5740001-Bad Debts
- 5750002-Propety/Liquidation
- 5750003-Loss-Sale of Investments

#### **Debt Service**

- 5811001-GOBond Principal Payment
- 5811002-Revenue Bond Principal Payment
- 5811005 - Limited Obligation Bonds Principle
- 5812001-Leasehold Improvement
- 5812004-Lease/Purchase-Building
- 5812005-Lease/Purchase Equip
- Furniture
- 5813001-Principal Payment Other Than Bonds
- 5821001-Go Bond Interest Payment
- 5821002 - Revenue Bond Interest Payment
- 5821003 - Limited Obligation Bonds Inter
- 5822004 - Capital Lease Interest - Building
- 5822005 – Capital Lease Interest-Equipment
- 5823001-Interest Payment Other Than Bonds
- 5823005-Interest Expense
- 5840004-Bond Sale Expense
- 5840011-GEFA Loan Processing Fees
- 5840004 – Bond Sale Expense

#### **Reserve**

- 5999901 – Reserve

#### **Transfers**

- 6110001-Operating Transfer out to 1001
- 6110128-Operating Transfer out to 2151



***The Honorable Kasim Reed, Mayor***

**STEERING COMMITTEE:**

Peter T. Aman - Chief Operating Officer  
Roosevelt Council, Jr. -Interim CFO  
Gary Donaldson, Revenue Chief  
Duriya Farooqui – Deputy COO  
Carol A. King, Interim Budget Chief

**BUDGET TOOL DEVELOPMENT & SUPPORT**

Jianrong Zhang  
Grace Yingshaung Ding  
Keith Toomer  
Angelo Veney

**INFORMATION TECHNOLOGY SUPPORT**

Dan Smith  
Michael Dogan  
Joya Coates  
Jeremy Johnson  
Thierry Munyengango  
Trina Nkhazi  
DIT Staff

**FY11 BUDGET TASK FORCE:**

Roosevelt Council, Jr.  
Youlanda Carr, CPA  
Duriya Farooqui  
Carol A. King  
Trina Nkhazi  
Catrina Rives  
Jerry Solamon

**HUMAN RESOURCES**

Sherri Dickerson  
Jerry Solamon  
DHR Staff

**BUDGET & FISCAL POLICY**

Carol A. King,  
Interim Budget Chief

**Youlanda Carr, Director**

Pamela Bracey  
Talmadge Dixon  
Sage Glanton  
Corey Huguley  
Queena Jenkins

**Rick Taylor, Director**

Antrameka Knight  
Renee Matis  
Jessime McGarity  
Serena Skaggs  
Yolanda Tyner

***Commissioners and Department Budget Managers/Analysts***



TO THE ATLANTA CITY COUNCIL:



I have the honor to transmit to you the *Budget of the City of Atlanta for Fiscal Year 2011*.

During my campaign, I pledged to chart a new course for Atlanta to ensure the City's long-term financial health and to address the issues most important to our residents and business leaders. I stated that my Administration would be transparent and open about our priorities and goals, and that I would hold myself accountable for the success of those policies. I believe this proposed budget delivers on those promises by clearly illustrating my objectives for the City and laying out a carefully balanced fiscal plan that will allow us to achieve them.

In the pages ahead, you will see a sharp focus on improving public safety and moving the City towards greater efficiencies. Atlanta – like the entire nation – faced unprecedented fiscal challenges during the recent recession. Over the past few years, the City has had to do more with less. However, we can not afford to make public safety anything less than a top priority. Government has no greater responsibility than to keep its citizens safe, and our residents and business owners have spoken loudly about their desire for a secure City. My budget proposal includes a 3.5 percent raise for our City's sworn police officers and funding for an additional 100 officers, at a cost of approximately \$11 million. It also calls for a 10 percent budget increase for the Atlanta Police Department Citizens Review Board.

I also have included \$4 million to open all of the City's recreation centers. Through public-private partnerships, I plan to transform those facilities into *Centers of Hope*: safe, welcoming, community-based havens where young people can strengthen their academic skills, hone their physical and athletic talents, and build a foundation for strong moral and character development. Our City can not reach its true potential if we turn our backs on our young people.

However, there are other areas of City government where I believe we can reduce our expenditures. Specifically, this budget envisions that the City will shed substantial costs that strain our budget and do not deliver core services to taxpayers. My proposal, for example, anticipates the sale of the City detention center for a \$16 million annual savings. It also assumes the lease/sale of City Hall East for \$13 million.

The budget proposal also requires enhanced fiscal discipline from every City department. My Administration asked every department head to develop organizational charts so we can strategically eliminate functions that are duplicative, ineffective, or wasteful. This is a difficult process, and it entails some workforce reductions. But I am certain that the steps we take now will put us on a path to a more stable fiscal future.

In fact, my Administration has identified areas of savings and revenue growth for the City, which also are incorporated in this proposal. In the months ahead, we will work with Department leaders to ensure that the City's ordinances are being enforced and that the systems we have in place to recover costs are fully utilized.

I believe that taking the necessary steps now to achieve financial stability will help us not only create a safe, caring, and fiscally sound City, but also attract and grow business investment and develop environmentally-friendly and sustainable neighborhoods for future generations.

I know that reaching a consensus on the budget will not be easy; in a City as vibrant and diverse as Atlanta there are many different priorities and interests to weigh and balance. I am certain, however, that Atlanta's elected officials and its employees are deeply committed to the strength and success of the City as a whole, not its individual parts.

I am appreciative and encouraged by the open dialogue my Administration and I have had to date with President Ceasar Mitchell and the entire City Council. I look forward to working with the City Council in the weeks ahead to finalize a FY2011 budget that puts Atlanta back on a path toward maintaining its place as the capital of the Southeast.

KASIM REED

MAYOR

April 29, 2010



## CITY OF ATLANTA

55 TRINITY Ave, S.W.  
ATLANTA, GEORGIA 30335-0300

The Honorable Ceasar C. Mitchell, President  
Members of City Council  
Atlanta City Council  
55 Trinity Avenue, S.W.  
Atlanta, Ga. 30303

Dear President Mitchell and Members of City Council:

The City's financial baseline continues to show slow revenue growth, thus an immediate return to pre-recessionary levels is not imminent. In the face of declining revenues and increasing expenses, it is quite easy to be pessimistic about our abilities to meet our financial needs. As the City works through these very difficult times there is clearly a need to concentrate on the outlook for future growth, as well as shaping its ability to rebound. Economists nationwide agree that the stabilization of the economy will occur, albeit slowly. It is therefore imperative that the City consider a sustainable mix of short and long-term strategies that diversify the revenue base and strike a balance between revenues and service delivery.

As we begin to see signs of a possible recovery in the national economy, Atlanta will need to be more proactive than ever in terms of monitoring its budgets, reevaluating budget priorities, and identifying new revenue and savings opportunities. The fiscal year 2011 budget focus is on promoting the long-term health of the City and incorporates the Five (5) year Financial Stabilization plan to predict the financial challenges facing the City. The largest challenge continues to gravitate around rising costs associated with personnel services, specifically pension and health costs. In an effort to offset these 'annual risers', the fiscal year 2011 budget proposes reductions for the majority of the departments, some significantly below their fiscal year 2010 funding level.

## **Revenues**

Property tax revenues comprise an important 35% of general fund revenues as compared to 25% in fiscal year 2008. The City has taken a cautious view on the tax digest due to the continued softness in both the residential and commercial sectors and Senate Bill 233 freezing reassessment growth through fiscal year 2012. Any material tax growth would come from new construction. Other economically sensitive revenues, such as sales taxes, are predicated on improved retail base consumer spending which is a key driver in the revenue base.

The City's general fund revenues are projected to remain flat from the previous year due to the proposed decline in commercial property tax and lease rental revenue. This decline, however, is offset by new revenue initiatives. The proposed revenue initiatives add seven (\$7) million in business and alcohol license fees for consideration and approval by the City Council. This overall revenue forecasting process continues to build on the City's partnership with our academic partners at the Selig Center for Economic Growth/University of Georgia.

## **Expenses**

Despite the anticipated decline in commercial property tax, it is more important than ever to invest in the City's neighborhoods, by encouraging growth in the residential & business communities. This budget reflects the pains of so many other municipalities in trying to balance a budget while trying to do everything possible to keep overall services and quality level high, if not uninterrupted. Our annual "risers" (staff augmentation, pension, health, utilities, etc) and new operating increments added an additional \$24 million to the fiscal year 2011 base budget. New initiatives aimed at making the City safer as well as a haven for youth development totaled \$13.4 million. This budget also embraces the City's need to replenish its fleet and its infrastructure.

## **Proposal**

So how does the City propose to fund the recurring risers to the baseline budget and the initiatives proposed by the new administration? By incorporating a mix of the following long and short-term financial strategies:

1. Use of the City's 'rainy day fund' to offset revenue shortfalls;
2. Re-evaluate our business processes to eliminate redundancy and focus on core functions authorized through the City Charter;

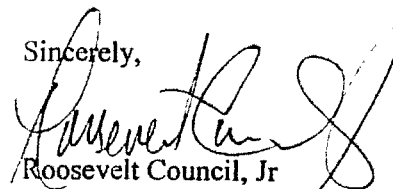
3. Introduce a revenue initiatives package that increases city fees to recover the direct costs incurred for providing service delivery;
4. Conduct cost benefit analysis on new initiatives or projects prior to making commitments;
5. Sell City assets, such as the City Jail and/or City Hall East;
6. Reform the current state of Atlanta's pensions;
7. Pursue additional revenues at the state and federal level; the City's General Fund currently receives less than 1% in state support;
8. Capture property tax growth by not rolling back the millage rate;

Without question, there are arguments in support or opposition to all of the strategies identified above. The reality however is that balancing the fiscal year 2011 budget requires a mix of the these strategies. Cost reductions alone cannot balance the fiscal year 2011 budget; the severity of the reductions would noticeable impact service delivery citywide.

### **Conclusion**

Despite the ever-growing challenges facing the City caused in part by its structural imbalance between revenue and costs, the need to make hard choices will continue. However, opportunity does exist. City leaders have an opportunity to leverage this budget stress to proactively restructure government management, strategically modernize delivery systems, and find creative ways to raise new revenues. This will position the City to better serve residents and support greater growth and prosperity over the long haul. Through continued and sustainable efforts, leaders of Atlanta city government can pursue tough-minded governance reforms that at once seek to reduce harm to our local economy while attempting to bring about longer-term effectiveness and efficiency.

Sincerely,



Roosevelt Council, Jr  
Interim, Chief Financial Officer



**LARGE  
ATTACHMENT(S)  
DOCUMENT(S),  
MANNUAL(S)  
OR  
MAP(S)  
NOT COPIED**

**Part II: Legislative White Paper:** (This portion of the Legislative Request Form will be shared with City Council members and staff)

**A. To be completed by Legislative Counsel:**

**Committee of Purview:** Department of Finance

**Caption:** AN ORDINANCE BY FINANCE/EXECUTIVE COMMITTEE ADOPTING THE FY2011 PROPOSED BUDGET; AND FOR OTHER PURPOSES.

**Council Meeting Date:** May 17, 2010

**Requesting Dept.:** Department of Finance

**B. To be completed by the department :**

**1. Please provide a summary of the purpose of this legislation (Justification Statement).**

***Example: The purpose of this legislation is to anticipate funds from a local assistance grant to purchase child safety seats.***

To adopt the FY11 Operating Budget

**2. Please provide background information regarding this legislation.**

***Example: The task force of homelessness conducted a study regarding homelessness, its impact and consequences on the City. This resolution reflects the Mayor's desire to open a twenty-four hour center that will respond to the needs of the homelessness in Atlanta.***

It is a code requirement[Section 6-302(g)] for the budget to be adopted before the new fiscal year begins.

**3. If Applicable/Known:**

**(a) Contract Type (e.g. Professional Services, Construction Agreement, etc):**

**(b) Source Selection:** N/A

**(c) Bids/Proposals Due:** N/A

**(d) Invitations Issued:** N/A

**(e) Number of Bids:** N/A

**(f) Proposals Received:** N/A

**(g) Bidders/Proponents:** N/A

(h) Term of Contract: N/A

4. Fund Account Center: N/A

5. Source of Funds: *Example: Local Assistance Grant* N/A

6. Fiscal Impact: N/A

*Example: This legislation will result in a reduction in the amount of \_\_\_\_\_ to Fund Account Center Number \_\_\_\_\_.*

7. Method of Cost Recovery: N/A

*Examples:*

- a. Revenues generated from the permits required under this legislation will be used to fund the personnel needed to carry out the permitting process.*
- b. Money obtained from a local assistance grant will be used to cover the costs of this Summer Food Program.*

**This Legislative Request Form Was Prepared By:** Youlanda Carr, submitted by LaShawn Gardiner, ext. 6449

**TRANSMITTAL FORM FOR LEGISLATION**

**TO: MAYOR'S OFFICE**

**ATTN: Candace Byrd**

**Dept.'s Legislative Liaison: LaShawn Gardiner**

**Contact Number: (404) 330-6449**

**Originating Department: Department of Finance**

**Committee(s) of Purview: Finance/Executive Committee**

**Chief of Staff Deadline: April 13, 2010**

**Anticipated Committee Meeting Date(s): April 27-28, 2010**

**Anticipated Full Council Date: May 3, 2010**

**Legislative Counsel's Signature: Jack Tilson**

**Commissioner Signature:** \_\_\_\_\_

**Chief Procurement Officer Signature:** \_\_\_\_\_

**CAPTION**

An Ordinance by Finance/Executive Committee adopting the FY 2011 Proposed Budget; and for other purposes.

FINANCIAL IMPACT (if any):

Mayor's Staff Only

Received by CPO: \_\_\_\_\_ Received by LC from CPO: \_\_\_\_\_

Received by Mayor's Office: \_\_\_\_\_ Reviewed by: \_\_\_\_\_  
(date) (date) (date) (date)

Submitted to Council: \_\_\_\_\_  
(date)